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## Memorandum

DATE: October 15, 1999  
TO: Office of State Budget  
FROM: Suzette M. Surkamer  
Executive Director  
RE: Accountability Report

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With this transmittal message we are submitting the Arts Commission's Accountability Report for fiscal year 1998-1999.

Please note that, because our agency is small and has only two major programs (Statewide Arts Services and Administration), the full report is brief. Similarly, our criteria for ranking are simple: Statewide Arts Services constitute the agency's primary function, and Administration exists to support that function.

The Arts Commission's mission statement is based on its original enabling legislation and was most recently reviewed and revised in February 1998, as part of an eight-month planning process, which produced a new three-year strategic plan. The mission and goals of the agency also are reviewed each time the agency undertakes statewide public planning through its "Canvas of the People" process. The most recent Canvas took place in 1991-92 and produced *A Ten Year Plan for the Arts in South Carolina 1992-2002*, which is a plan for the statewide arts community that serves as the agency's guide in long range planning and programming. The agency's goals, which are summarized within the program goal for Statewide Arts Services in the attached report, were revised during the 1992 process, which involved over 800 constituents. The Executive Director works with the agency's nine-member Board of Commissioners and agency staff in developing programmatic outcomes, activities, and performance measures that reflect the priorities of the *Ten Year Plan*.

A major focus of the Arts Commission's efforts is collaboration with other agencies and private organizations to address important, broad-based issues that involve the arts, or in which the arts have roles to play. Among these collaborations are the SC Arts in Basic Curriculum (ABC) project, which involves over 50 agencies and organizations and is now celebrating its tenth anniversary; the Cultural Visions for Rural Communities initiative (more than 25 agencies and organizations); and the SC Design Arts Partnership (SC Downtown Development Association, Clemson School of Architecture, and the Arts Commission). Each cooperative venture is designed to use resources more effectively as it promotes partnership, communication, and common effort to deal with significant public concerns.

If you have questions about this report, please contact me or Ken May, the agency's Deputy Director, at 734-8696.

**Executive Summary**  
**South Carolina Arts Commission**  
**Accountability Report for Fiscal Year 1998-1999**

The South Carolina Arts Commission is a small agency whose mission is to develop a thriving arts environment throughout the state. Such an environment is seen as essential to quality of life, education, and economic vitality for all South Carolinians. The Commission interprets its mission in terms of the needs of the state and its people at large and, with broad public involvement in planning, has developed strategic emphases around the dual themes of economic development and education.

The Commission has two programs: (in order of priority) Statewide Arts Services (total cost in FY1998 of **\$3,853,467**) and Administration (**\$1,058,896**). The Statewide Arts Services program focuses on the agency's goals: to advance quality arts education, to promote community development through the arts and creative partnerships, and to assist professional artists in developing their careers. The function of Administration is to provide necessary support for Statewide Arts Services.

Highlight results of the Commission's work in Fiscal Year 1998-1999 included:

- Continued development of the SC Arts in Basic Curriculum (ABC) initiative, including newly trained teacher/leaders; an increasing local ABC grassroots network; a 12% increase in applications from schools and districts wishing to implement challenging, standards-based arts curricula; and a thorough evaluation of the project's first decade that points toward critical new directions for the next phase.
- Broad use of professional artists as resources to education, involving more than 225,000 students in over 500 school sites statewide, including previously unserved schools.
- Continued growth of arts partnership efforts in support of economic development and community building in more than 15 SC towns and neighborhoods.
- More than 90 community arts presenters were able to preview the work of over 50 performing artists available for booking at the Commission's biennial Performing Arts Showcase.
- More than 380 grants awarded in 41 or 46 SC counties, totaling more than \$2,200,000 and generating more than \$36,000,000 in local matching funds (projected).
- New efforts to promote creative interactions between professional artists and community citizens in 8 SC communities.
- New initiatives to improve agency communications with constituents via internet technology and broadcast media.
- Major investment of staff time in direct, personal contact with constituents.
- Successful pursuit of non-state grants and revenues totaling more than \$1,000,000.
- Increased opportunities for SC artists to publish, exhibit, distribute, perform, and sell their work in-state, nationally, and internationally, which directly generated more than \$220,000 in artist fees and sales.
- Through Total Quality Management processes, staff training, realignment of staff and resources, and effective implementation of plans and strategies, administrative services contributed to high quality constituent service and good stewardship of public resources.



## **Arts Commission**

### **Accountability Report for 1998-1999**

#### **MISSION:**

With a commitment to excellence across the spectrum of our state's cultures and forms of expression, the South Carolina Arts Commission pursues its public charge to develop a thriving arts environment, which is essential to quality of life, education, and economic vitality for all South Carolinians.

#### **LEADERSHIP SYSTEM**

The Arts Commission is a small agency with a flat organizational structure, governed by a nine member appointed board and managed by a two-person senior management staff. There is daily interaction between senior management and all other organizational levels. The agency frequently employs quality teams to solve problems, plan activities, and create new programs and procedures. Facilitated discussion is the most common mode of group interaction in these processes, and the majority of staff have been trained as facilitators.

During FY1998-99, the entire staff participated in strategic and operational planning that began with a review and revision of the agency mission by board, management, and arts services staff and the identification of five key guiding principles for the agency by board, management, and all staff. This process produced a three-year strategic plan, which responds to the state's ten-year plan for the arts and guides development of annual operational plans. Within the parameters of these plans, agency staff have broad latitude in implementing programs, operations, and services to constituents, subject to consultative guidance from management.

Staff are encouraged to be entrepreneurial and flexible, seeking opportunities to make progress toward common agency objectives. They are also encouraged to develop their own leadership capacity in their fields of specialization at the state and national level and to accept leadership roles outside their programmatic areas when appropriate, either within the agency or outside (please see Priority 2, objective 3 for examples).

#### **CUSTOMER FOCUS AND SATISFACTION**

Since 1980, all of the agency's activity has been based on broadly inclusive and highly interactive statewide planning processes with constituents. These major processes have been held periodically over the past two decades, most recently during 1991-92, when *A Ten Year Plan for the Arts in South Carolina 1992-2002* was developed. The plans produced by these processes set the long term agency agenda, but within these long cycles, interaction with constituents and planning and action based on that contact is continuous.

Formal means such as task forces, surveys, and evaluations are frequently used, but day-to-day feedback from program users is closely monitored as well. The agency's system of Regional Arts Coordinators, who are "first line" customer service providers and are individually responsible for specifically assigned counties, provides the agency a statewide network for information gathering and communication. This system is very sensitive to feedback and trends, and it offers constituents easy and consistent access to the agency and its programs, putting a human face on administrative processes that might otherwise seem rather bureaucratic (grant applications, contracts, payments, reporting, etc.) Increasingly, the agency also employs its core processes themselves as tools for information gathering and analysis. For example, during the past three years, several strategically important, statewide needs have been identified through content analysis of narratives submitted with major grant applications. The specifics and dimensions of these needs were then explored through follow-up constituent surveys and focus groups.

Arts constituents have a deserved reputation for being vocal and passionate about their likes and dislikes, and this is borne out in the Arts Commission's experience. Through letters, evaluation documents, phone calls, e-mails, and public and private meetings, constituents voice their concerns and express their

satisfactions regarding agency efforts. Agency staff are conscientious in reporting this information to management and board and seeking satisfactory solutions when there are solvable problems.

## **PRIORITY 1**

### **PROGRAM--STATEWIDE ARTS SERVICES**

**TOTAL COST: \$ 3,853,467**

State: \$ 2,978,768

Federal: \$ 507,813

Other: \$ 366,885

#### **Program Goal:**

Establish the arts as an integral part of South Carolina's educational systems; stimulate the development of South Carolina's culturally diverse community arts resources and organizations; promote creative partnerships to improve the quality of our lives, preserve our cultural heritage, and enhance our economic growth; and support the artistic growth and personal and economic well-being of South Carolina artists;.

#### **Program Objectives (numbered) for FY 1998-99 and Performance Measures/Accomplishments (bulleted):**

##### ***Arts Education:***

1. Continue to build and strengthen the **SC Arts in Basic Curriculum (ABC)** arts education reform initiative.

- The ABC Steering Committee (statewide leadership body involving over 50 statewide organizations and agencies) and the ABC Coordinating Committee (partnership management team--Arts Commission, Department of Education, and Winthrop University School of Visual and Performing Arts) continued to function effectively for communication, planning, decision-making, and project coordination.
- Increased the statewide network of teacher/leaders trained through the Curriculum Leadership Institute in the Arts (25 new participants CLIA and 15 participants in CLIA Assessment Institute—bring the total to more than 100 since 1994).
- The ABC grassroots network membership stood at more than 3,000.
- In spring 1999 the ABC Coordinating Committee received the complete results of a rigorous evaluation of the impact of the SC Arts in Basic Curriculum initiative after ten years, performed by a highly-qualified, objective educational researcher. The very positive findings will be published and released to the public in fall 1999.
- Based on the findings of the ABC ten-year evaluation, the ABC Project developed a strategic plan for outreach that will begin implementation during the 1999-2000 fiscal year.
- The ABC Project was nominated and selected for the National Assembly of State Arts Agencies' Innovation Award, given to one state each year in recognition of groundbreaking, successful programs initiated by state arts agencies (to be presented in fall 1999).

2. Continue to increase the number of SC schools implementing high quality, **standards-based arts education** for all students in all arts disciplines.

- 8 school districts and 9 individual schools were supported in implementing comprehensive plans to improve arts education (increase of 112% since 1994). Applications received for the 1999-2000 school year will increase participating sites by 12%.

3. Continue to support the use of **professional artists as resources to school arts curricula**, pre-K--grade 12 throughout the state.

- 93 grants supported artist residencies involving more than 800 artists and 225,000 students in 535 school sites statewide.
- With sponsorship from the LS3P architecture firm in Charleston, the SCAC provided professional architects in residence for two week projects in 4 SC schools.
- The annual Arts Education Booking Conference served 136 artists and ensembles and 425 sponsors of artist residency programs for FY99. Conference costs were fully supported by registration fees.



4. Maintain easy access, **entry-level arts education opportunities** for unserved schools.

- The recently established "QuickStart" grant program, employing a very simple application and award process, supported one-week artist residencies in 5 previously non-participating schools.

***Community Arts Resources and Partnerships:***

1. Continue growth and cultivation of **established partnership efforts** that effectively employ the arts to address rural economic development (Cultural Visions for Rural Communities), community-building in inner cities (Cultural Visions Inner Cities "Community Discovery" projects), and the design of more livable communities (SC Design Arts Partnership).

- The Cultural Visions program supported new demonstration projects linking arts and economic development objectives in 15 rural communities.
- A regular application cycle of Cultural Visions quarterly planning and implementation grants was established.
- The Cultural Visions Inner City program supported "community discovery" projects in cooperation with the Columbia Police Department Koban program for youth in low-income housing, and at W. A. Perry Middle School in Columbia.
- In cooperation with the Strom Thurmond Institute at Clemson, the Cultural Visions project provided training and technical assistance to 30 individuals in teams from 11 communities to support integrated arts and economic development projects.
- Through public service design resources at Clemson University, the SC Design Arts Partnership (Arts Commission; SC Downtown Development Association; Clemson School of Art, Architecture & Humanities; Clemson Outreach) provided community design planning services to 18 communities statewide.
- The Arts Commission's Design Arts grant program assisted design projects in 9 communities.

2. Develop and implement the biennial Performing Arts Showcase in November, 1998 for 100 performing arts presenters that provides the opportunity for presenters to see approximately 60 performing arts ensembles/individuals perform live and be able to meet with the performers during the Showcase.

- The Showcase was presented as planned, serving approximately the anticipated audience (91 presenters and 53 artists/ensembles).
- From grant applications received since the fall event, it is evident that small community presenters are indeed contracting artists whose work they previewed at the Showcase.
- The Showcase provided high quality service to constituents at a fraction of the cost of comparable opportunities in the region (a registration fee that was 77% less than that of an annual regional showcase).
- The registration fees for artists and presenters not only covered costs for the event, but the agency also netted more than \$3,000 in revenue from the project.

3. Support the arts programs and projects of arts organizations, community organizations, and individual artists statewide through annual and quarterly **grants and fellowships**.

- 654 grant applications were received and reviewed.
- Through a consolidation process, the number of application review panels was reduced from 9 in FY1998 to 5 in FY1999.
- A total of 381 grants were awarded directly in 41 of 46 counties.
- Total awards were \$2,244,262, which generated \$36,469,257 (projected) in local matching funds (\$16.25 return on every Arts Commission dollar invested—based on actual FY98 ratio).
- Final grant reports documented over 1,650,000 participants in funded programs (projected).
- Grant guidelines and self-calculating application forms for most grant programs were posted on the agency website, resulting in greater convenience and accuracy for constituents and reduced printing and mailing costs for the agency.

4. Expand support for research on and public presentation of SC's rich heritage of **folklife and traditional arts**. New funding secured for the following projects:

- \$23,500 from the National Endowment for the Arts (NEA) for apprenticeships and other programming;
- \$15,000 from Lila Wallace-Readers Digest/Fund for Folk Culture for second edition of the SC Institute for Community Scholars (beginning July 1999);
- \$30,000 from NEA for Folklife Fieldwork in Regions I and II of the SC Heritage Corridor;
- \$15,000 partnership grant from the SC Department of Parks, Recreation, and Tourism to support Heritage Corridor fieldwork (match for NEA grant).

5. Provide opportunities for extended **creative interactions between professional artists and community citizens** in up to 8 communities annually.

- The Artists in Communities program (formerly Mobile Arts) supported teams of 2 artists leading community-based projects, generally 4 weeks in length, in 8 communities. This program, developed through a 1996-97 team process, saved the agency an estimated \$80,000 in expenses for new mobile studio equipment.

6. Improve **communication with constituents** through application of new information resources.

a. Expand computer-based communications:

- Regularly updated and upgraded agency website, receiving almost 7,000 hits monthly;
- Grant guidelines and application forms online, downloadable through the website;
- Creation and distribution of electronic application forms that can be completed on computer;
- Regularly distributed "News from SCAC" e-mail newsbrief to over 700 constituents;
- National Poetry Month website featuring recorded readings by five SC poets (companion piece to readings and interviews broadcast once a week during April over SC Educational Radio).

b. Develop a new radio presence via the SC Educational Radio Network (SCERN) statewide:

- *Arts Calendar*—11 brief segments, aired 24 times each week, with a companion website, announcing arts events in SC to more than 69,000 listeners statewide--massive increase in public promotion for the arts accomplished with no increase in expenditures;
- Special series of broadcast readings by SC poets during April (National Poetry Month);

c. Develop innovative applications of new digital video technology in agency programs:

- In-house production of promotional video for Community Tour (program supporting in-state performances by selected SC performing artists and ensembles);
- Production of video introductions for Elizabeth O'Neill Verner/Governor's Awards for the Arts (Verner) winners.

d. Develop new communications methods that respond to SC's increasingly diverse population:

- Spanish language services provided for the first time, with appropriate notices in agency communications.

7. Provide **regular personal contact**, easy and timely access to information, and technical assistance to arts constituents statewide.

- Constituents statewide received an estimated 7,000 hours of direct service by 7 Regional Arts Coordinators, assigned to an average of 6 counties each. These services were in addition to these staff members' other assigned programmatic duties.

8. Launch *Views from the Edge of the Century*, a two-year, statewide series of over thirty art exhibitions:

- \$90,000 grant from NationsBank to assist in statewide, regional and national promotion;
- \$82,500 grant secured from the NEA to assist with costs of "signature" shows in 5 major museums;
- *Pro bono* marketing and promotion assistance from Columbia Advertising firm valued at approximately \$50,000;
- *Views* exhibitions promoted through the annual *South Carolina Travel Guide* published by the SC Department of Parks, Recreation, and Tourism;
- Special *Views* inserts in winter and summer issues of *Artifacts* (agency newspaper);
- Two page spread ad in *Upstate Arts* gallery guide;
- Full page, inside cover ad in special Spoleto insert published in *The State*, sponsored by NationsBank (over and above grant support).



9. Actively seek and secure **non-state resources** to supplement state support of SCAC programs.
  - More than \$200,000 in new grant funding and in-kind services was secured from non-state sources.
  - Increased funding under the competitively reviewed NEA Partnership Agreement secured for FY 00-02—supports general agency operations (grants, salaries), arts education, and arts in underserved communities (includes Cultural Visions).
  - Successful pursuit of non-state grants and revenues totaling more than \$1,000,000.

**Artist Development:**

1. Increase **opportunities for SC artists** to publish, exhibit, distribute, perform, and sell their work.
  - The SCAC Community Tour (CT) performing arts grant program supported 40 performances by 17 SC artists and ensembles in 29 communities, generating over \$140,000 in artist fees. Application for a CT grant is very simple, and most of the grants are made to rural organizations, many of whom receive no other funding from the SCAC.
  - The SCAC represented 30 performing artists and ensembles (members of the SCAC CT artists roster) at the annual Southern Arts Exchange, a regional performing arts showcase and booking conference.
  - The SCAC Visual Arts program managed art acquisition projects for “clients” in both the public and private sectors, resulting in purchases from artists of more than \$75,000.
  - In cooperation with MetLife and NationsBank, the SCAC Visual Arts Program produced the *City Arts* exhibitions at the NationsBank Plaza in Columbia. There were 3 thematic shows during FY1999, presenting contemporary SC art in a high-traffic, commercial space.
  - With co-sponsorship of the SCAC and the Charleston *Post & Courier*, the SC Fiction Project continued to publish competitively selected short stories by SC authors. Stories by 12 SC authors were published, one per month, in this newspaper with a statewide circulation of 450,000.
2. Provide **training, technical assistance, and other resources** that help professional artists advance their careers.
  - The SCAC Media Arts Center (MAC) continued to make film and video editing facilities and equipment available to independent media artists at a fraction of commercial rates, and over 250 artists from throughout the southeast and across the nation used the center’s services.
  - Through staff arts discipline specialist, the SCAC provided personal contact, easy and timely access to information, and technical assistance to professional artists statewide.
3. Through joint planning with constituents, **ensure that programs for artists effectively address identified needs and opportunities.**
  - The agency surveyed a representative sampling of professional artists to gather information for new initiatives. This survey yielded valuable data on issues of greatest concern to artists and will guide planning for technical assistance, workshops, and the upcoming biennial statewide conference on the arts, which is scheduled for April, 2000 and which will focus on artists and their relationships with arts organizations. The survey was designed and implemented by staff and did not require any special expenditures beyond the modest mailing costs.

**PRIORITY 2**

**PROGRAM--ADMINISTRATION**

**TOTAL COST: \$ 1,058,896**

State:	\$ 1,028,654
Federal:	\$ 30,241
Other:	\$ 0

**Goal:**

To provide management and support services needed to accomplish the goals, objectives, and outcomes for the agency with maximum efficiency.

**Program Objectives (numbered) for FY 1997-98 and Performance Measures/Accomplishments (bulleted):**

1. Charter **Total Quality Management (TQM)** teams for identified agency improvement initiatives.
  - The agency undertook 11 quality team processes focusing on staff development, public awareness, international partnership, new technology, revenue generation, and professional development for constituents.
2. Encourage **continuous learning** among agency staff:
  - First full year of operation for agency Tuition Assistance program. Assistance provided to three staff members.
  - A series of in-house computer workshops was created and presented through joint IT/Grants office effort. Each workshop served 10-12 staff members, for whom comparable training from an outside source would have cost \$100-165 each. A portion of the funds saved were reinvested in "training the trainers" who organized and delivered the workshops.
3. Encourage opportunities for staff **leadership development and networking**. Allow agency staff members to serve on panels, boards, advisory committees, and delegations:
  - National Register of Peer Professionals for the General Services Administration Art-In-Architecture Program;
  - Grant review panels for NEA; Southern Arts Federation (SAF); Louisiana, New Jersey, Mississippi, North Carolina, Ohio state art agencies; Arts Council of Indianapolis/Lilly Endowment;
  - Delegation of American media arts professionals to France organized by the French-American Foundation and the French Ministry of Culture;
  - Presenter at the annual conference of the National Alliance of Media Arts Centers;
  - Boards of the American Folklore Society, SAF, National Assembly of State Arts Agencies (NASAA), Association of Performing Arts Presenters; NASAA Arts Education Advisory Committee; SC Rural Development Council; Planning Committee for the Governor's Rural Summit; Sub-Committee on Education of the Palmetto Business Forum; SAF Arts Education Advisory Committee;
  - A special State Arts Agency Strategic Planning Forum (one of only three states invited to participate), to assist in development of new planning resources for state arts agencies nationwide.
4. **Realign staffing and resources** to improve agency functions and efficiency:
  - Grants Office reorganized; new manager position created; new procedures developed for application processing.
  - Assistant Coordinator and Administrative Specialist staff reorganized to better balance workloads and flow.
  - A new "shared" staff positions with partner agencies and organizations was implemented to support the agency's literature program, resulting in expanded effectiveness achieved at a saving of approximately \$28,750 in salary and fringe benefits that would have been needed if the agency had created its own full time position.
  - Agency motor pool reduced by one car, saving approximately \$6,300 annually.
5. Ensure that **Local Area Network** hardware and software are sufficient to meet current standards and requirements and anticipated needs and are not vulnerable to Year 2000 malfunctions.
  - Upgrades to systems, including a major upgrade of the agency's database management system, were planned or implemented. All systems will be Y2K ready by November 1999.
6. Ensure that reliable **financial controls** are in place and are well administered.
  - The agency's most recent state audit, performed in FY1998 (for activity in FY1997) found no material weaknesses.